

School of Management

# **MGMT 318**

## **ORGANISATIONAL ANALYSIS AND DESIGN**

Trimester 2, 2014

### **COURSE OUTLINE**

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#### **Names and Contact Details**

##### **COURSE COORDINATOR**

###### **Dr Paul McDonald**

Room: RH 931, Rutherford House  
Phone: (04) 463 5506  
Email: [paul.mcdonald@vuw.ac.nz](mailto:paul.mcdonald@vuw.ac.nz)  
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##### **ADMINISTRATOR**

###### **Misa Ito**

Room: RH 1022, Rutherford House  
Phone: (04) 463 5397  
Email: [misa.ito@vuw.ac.nz](mailto:misa.ito@vuw.ac.nz)

##### **UNDERGRADUATE PROGRAMME MANAGER**

###### **Garry Tansley**

Room: RH 915, Rutherford House  
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#### **Trimester Dates**

Teaching Period: Monday 14<sup>th</sup> July – Friday 17<sup>th</sup> October

Study Period: Monday 20<sup>th</sup> October – Thursday 23<sup>rd</sup> October

Examination Period: Friday 24<sup>th</sup> October – Saturday 15<sup>th</sup> November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 25<sup>th</sup> July 2014.
2. The standard last date for withdrawal from this course is Friday 26<sup>th</sup> September. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

#### **Class Times and Room Numbers**

Lectures: Wednesdays: 12:40 -14:30

Room: GB LT 1

See Annex A for further details on scheduling of lectures

### **Course Delivery**

The course is delivered through lectures and tutorials. Students are expected to attend and participate in these sessions. Attendance at tutorials is part of the mandatory course requirements and is assessed (see Assessment).

### **Group Work**

There is no group work in this course.

### **Expected Workload**

Students can expect to spend 150 hours working on this course. This equates to approximately 10 hours per week for each of the 12 teaching weeks plus approximately 30 hours for assignment and exam preparation.

### **Prescription**

The course provides a macro-level perspective on organisational behaviour focusing primarily on issues such as organisational structure and design, organisational culture and power. This course adopts a multi-perspective, multi-paradigm approach to understanding and managing organisations in the private, public and voluntary sectors.

### **Course Learning Objectives**

MGMT 318 has four learning objectives. By the end of the course, students should be able to:

- a. **Understand** and **critically analyse** the complexity of organisational systems and their impact upon organisational members drawing on a range of organisational theories.
- b. **Explain** the role of metaphor in organisational analysis and design and identify strengths and limitations of specific metaphors for reading an organisation.
- c. **Propose** a broad range of actions that may be taken in response to organisational situations and challenges.
- d. Provide **coherent and convincing** arguments relating to applied organisational analysis and effectively **communicate** these views to others orally and in writing.

### **Course Content**

MGMT 318 aims to provide an advanced examination of selected issues in organisational analysis and organisation theory. The course largely operates at the macro level with an emphasis on organisations as a whole and the practical application of organisation theory. It builds upon the individual and social aspects of organisational behaviour covered in MGMT 202.

Today, organisation theory is in a state of flux. Traditional modern scientific and mechanistic approaches to organisation are increasingly being questioned, and alternative approaches have gathered support. There is no longer one accepted 'best' way to analyse, design or intervene in organisations. The field is now characterised by much debate among proponents of a diverse range of perspectives. The course aims to engage students in these debates.

### **Tutorial Sign-Up Instructions**

Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT318 and follow the instructions. You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded. Tutorials start on the third week of the course. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard. If you have any serious problems about the allocations see the Undergraduate Programme Manager as soon as possible.

## Readings

The *required* textbook is:

G. Morgan, 'Images of organization' Sage, Latest Edition.

## Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

Assignment	Title	Weight	Date
1	Critical Thinking – Analysis of an Academic Journal Article (Choose one from two options)	30%	Friday, 12 September 2014 by 15:00 hrs.
2	Tutorial Participation	10%	As scheduled : 7 tutorials
3	Final Examination	60%	Friday 24 October – Saturday 15 November (inclusive)
	<b>TOTAL</b>	<b>100%</b>	

### **1. Individual Assignment – Analysis of an Academic Journal Article**

Marks: 30%

Date: Friday, 12<sup>th</sup> September 2014 by 15:00 hrs.

Length: 3500 words

See Annex B for details.

### **Handing in assignments**

Assignments should be placed, in hard copy form, in the **MGMT 318 Assignment Box (No. 26)** on the Mezzanine floor of Rutherford House by the due time on the due date. All assignments must include an Assignment Cover Sheet (see Annex C) stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim that your work was submitted in the rare cases where your work goes astray.

### **2. Tutorial Participation**

Marks: 10%

Participation in tutorials is crucial to the learning process on this course. This is a participation mark, not an attendance mark. You will be assessed by your tutor on the extent and quality of your participation. There are seven tutorials during the course and the first tutorial is in Week 3. Details about the topics of the tutorials and the preparation you are required to undertake will be provided on Blackboard.

### **3. Examination**

The examination is worth 60% of the total marks available for this course. It will be a closed-book, 2-hour examination. Essay style answers are expected. You need to answer three questions that will

require you to draw on different theories/images covered in the course. All book chapters covered during the course are examinable.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

### **Penalties**

Late assignments are to be handed in at **Level 10 Reception, RH 1022**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time**. An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

### **Penalties for Work Submitted Late**

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available (marks available means what the assignment is worth i.e. 30% or 30 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (For example if an assignment is out of 30 and the assignment receives 50% then one day late means the mark will be out of 28 and the student will receive 50% of 28). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.
- (ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc., and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **Undergraduate Programme Manager**, providing documentary evidence of the reasons of their circumstances. All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Undergraduate Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.

### **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and submitted to Turnitin. A copy of submitted materials will be retained on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

## **Examinations**

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

Friday 24<sup>th</sup> October – Saturday 15<sup>th</sup> November (inclusive)

## **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 6 out of the 7 tutorial sessions;
- b. Submit the course assignment within seven days of the due date and time;
- c. To obtain at least 50 per cent (i.e., 30 marks out of 60) of the final examination marks available.

If you cannot complete an assignment or sit a test or examination, refer to

[www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

## **Communication of Additional Information**

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and course materials.

## **Student feedback**

Student feedback on University courses may be found at

[www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

## **Link to general information**

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

## **Note to Students**

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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Week 1	16 July	Course Introduction: <ul style="list-style-type: none"> <li>- Course outline</li> <li>- Understanding the nature of perception and learning</li> </ul>
Week 2	23 July	Understanding the history and nature of organisations See Blackboard for journal article reading
Week 3	30 July	Understanding the nature and application of metaphor Read: Chapter 1
Week 4	6 August	Organisations as machines Read: Chapter 2
Week 5	13 August	Organisations as organisms Read: Chapter 3
Week 6	20 August	Organisations as brains Read: Chapter 4
Mid Trimester Break (25 August to 5 September)		
Week 7	10 September	Organisations as cultures Read: Chapter 5
Week 8	17 September	Organisations as political systems Read: Chapter 6
Week 9	24 September	Organisations as psychic prisons Read: Chapter 7
Week 10	1 October	Organisations as flux and transformation Read: Chapter 8
Week 11	8 October	Organisations as instruments of domination Read: Chapter 9
Week 12	15 October	Course Summary and Preparation for Final Examination Read: Chapter 10

**MGMT 318 – Individual Assignment – Analysis of an Academic Journal Article**

Marks: (30%)

Due Date: 12 September 2014 by 15:00 hours (Hard copy to Box 26 – Mezzanine Level – RH)

Length: 3500 words

*The emergent organization: Primary and complex metaphors in theorizing about organizations*

Or

*Meta-organizational design: Rethinking design in interorganizational and community contexts*

Download the articles from Blackboard and give them a careful read. Choose one and then respond using well-structured discussion in essay format, including use of headings and sub-headings, to the following questions:

Question One: In your own words (not verbatim from the article) what is the article saying?

Assessment Criteria: Summation of the article: (10% out of total of 30%)

- Do you capture (in your own words) the main points and conceptual frameworks?
- Do you discuss the presentation structure of the article?
- Do you demonstrate an understanding of the article?
- Do you recognise supporting evidence?
- Do you conclude as to the article's key message(s)?

Question Two: What are your thoughts about the article from a 'critical thinking' perspective?

Assessment Criteria: Critical Thinking: (10% out of total of 30%)

- Assess the strengths of the article
- Assess the weaknesses of the article
- Discuss the validity of the article, including its methodology
- Discuss counter-positions to the article
- Discuss exceptions to the article
- Discuss context relevance issues, including NZ context
- Summary critique of the article

Question Three: Discuss the practical implications of the article.

Assessment Criteria: Practical Thinking: (10% out of total of 30%)

- What are the practical implications of the article?
- How might this knowledge change your thinking in the role of a manager?
- Give an example (if possible, based on previous experience) as to how the key ideas in the article might be applied?
- In the role of a management consultant, what advice would you give to a client organisation based on the content of the article?

***Essay Format***

All submitted assignments should have a cover sheet (see Annex C for details). Assignments should be word-processed, 12 point font, double-spaced with wide margins. The essay should not exceed 3500 words. You should put page numbers on each page, use in-text referencing, and include a list of references at the end of your assignment (reference list not included in your word count).

***Essay Criteria***

Your essay will be marked for the quality of the writing – that is correctness, clarity, organisation, referencing – as well as the specific assignment criteria, as stated above.



**Victoria Management School**

**MGMT 318**

**Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Tutor's Name: \_\_\_\_\_

Tutorial Number: \_\_\_\_\_

Tutorial Day: \_\_\_\_\_

Tutorial Time: \_\_\_\_\_

Word Count: \_\_\_\_\_

Date Submitted: \_\_\_\_\_

*I have read and understood the university policy on Academic Integrity and Plagiarism.  
I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_

**Extension of the due date (if applicable)**

**Please attach a copy of the note authorising your extension.**

Date extension applied for: \_\_\_\_\_

Extension granted until: \_\_\_\_\_

Extension granted by: \_\_\_\_\_



## Schedule of Tutorials – MGMT 318, 2014

Week 3	Starts 28 July	Understanding the nature and application of metaphor See Tutorial Exercise One - Blackboard
Week 4	Starts 4 August	The future of organisational design See Tutorial Exercise Two - Blackboard
Week 5	Starts 11 August	The emergence of triple bottom line organisations See Tutorial Exercise Three - Blackboard
Week 6	Starts 18 August	Creativity in organisational design See Tutorial Exercise Four - Blackboard
Mid Trimester Break (25 August to 5 September)		
Week 7	Starts 8 September	Organisational design – Getting out into the ‘real’ world See Tutorial Exercise Five - Blackboard
Week 8	Starts 15 September	The poetry of organisational design See Tutorial Exercise Six - Blackboard
Week 9	Starts 22 September	Starting to prepare for the final examination See Tutorial Exercise Seven - Blackboard